INDEX

Personnel Management Volume 20 **1988**

Titles

Balanced approach to retraining, A	Coletta Tumelty	May
Balancing work and the family: divided loyalties or constructive partnerships?	Joanna Foster	Sept
Better pay-off from work experience, A	John Berkeley	Apr
Bringing secondment in from the cold	Peter Hobbs	May
Change and the personnel profession	Nick Cowan	Jan
Changing patterns of human resource management	Paul Sparrow, Andrew Pettigrew and Chris Hendry	Nov
Changing the personnel function to meet changing business needs	Mike Taylor	Sept
Computers as a strategic personnel tool	Brian Carolin and Alastair Evans	July
Contrasting HRM responses in the changing world of computing	Paul Sparrow and Andrew Pettigrew	Feb
Creating a multinational management team	Tony Vineall	Oct
Dilemmas of Civil Service personnel management, The	Shaun Tyson	Sept
Energising organisations through employee participation	Patrick Savage	July
Equal value amendment, The a flawed law for irrational systems	Lorraine Paddison	Oct
'Expert systems' and the personnel department	Hilary Roberts	June
Forces that trigger training, The	Paul Sparrow, Andrew Pettigrew and Chris Hendry	Dec
Four faces of employee consultation, The	Mick Marchington	May
From Belfast to Brixton — could new monitoring measures cross the Irish Sea?	Dermot O'Callaghan	Aug
From Franks to the future: 25 years of management training prescriptions	Philip Sadler and Kevin Barham	May
Has workplace smoking become a burning issue?	Richard Upton	Jan
Homophobia at work and how to manage it	Terry Munyard	June
How effective is ACAS as a conciliator?	David Burrill and Jean Hiltrop	Jan
How employees respond to profit sharing	Michael Poole and Glenville Jenkins	July
How Halfords put its HRM into top gear	Paul Sparrow and Andrew Pettigrew	June
How high tech helped uncover hidden talents	Garry Winsor	Mar
How I see the human resource function	Sir John Read	Dec
How management development can improve business performance	Paul Carter and Cedric Lumsdon	Oct
How to improve the personnel service	John Humble	Feb
How to make the bad news less bad and the good news great	David Drennan	Aug
How to recruit a recruitment agency	David Wheeler	Apr
Long-term pay deals: an interim verdict	Peter Haslett and Esmond Lindop	Apr
Making management development a co-operative venture	Tom Kilcourse	Aug
Management development for the individual *and* the organisation	John Burgoyne	June
Managerial competence and the charter initiative	Mike Day	Aug
Matching AMT jobs to people	Robin Martin and Paul Jackson	Dec
Matching worked hours to business needs	Philip Lynch	June
Multiskilling in the round	Chris Hendry and Andrew Pettigrew	Apr
Must pensions be a turn-off?	Peter Hunt	Nov
New directions in performance pay	Alan Fowler	Nov
Nick Barton, special agent of change	Rosemary Harrison	Feb
Non-unionism's growing ranks	Philip Bassett	Mar
Norsk Hydro's new approach takes root	Jonathan Fox	Jan
Perfect teams from imperfect people	Tony Glaze	Nov
Personnel's role in a management buy-out	Bob Mottram	Mar
Personnel's role in managing disability	Margery Povall	Dec
Positive response to AIDS in the workplace, A	Olga Aikin	May
Protecting employees from attack	Clare Hill	Feb
Retention and reward of the high achiever	Michael Goodswen	Oct
Rewarding behavioural skills as part of performance	Tony Buley and John Mumford	Dec
Single status as a key to flexibility	Gerald Kennedy	Feb
Today the City, tomorrow . . . managing a knowledge economy	Amin Rajan	Oct
Training by simulation	Richard Smith	Oct
Training for a different management style	Thomas Furtado	Mar
Twilight study sheds new light on craft development	Anthony Barry	Nov
Uncertain future for the unions, An	Mark Hall	Sept
Unions in the '90s — fewer but fitter?	Janet Druker	Aug
What do personnel managers think of their own training?	Vivian Shackleton and Paul Taylor	July
What price geography in pay determination?	Colin Pope and Alastair Hatchett	Oct
What should employers ask of the education system?	Sheila Forbes and John Miller	Mar
Whatever happened to company training centres?	Anthony Barry	Sept
When Mr becomes Ms — or wants to!	John Ferris	July
Who'd be an equal opportunity manager?	Geraldine Hackett	Apr
Why open learning can be a turn-off	Sarah Mann	Jan

KEY: C — *Comment* **P in P** —*Personnel in practice*
PMQ — *PM's question time* **RR** *Recruitment report*

Authors

Aikin, Olga	Positive response to AIDS in the workplace, A	May
	Law at work	Jan-Apr, July-Oct, Dec
Archibold, Bob	Broader approach to filling top jobs, A (RR)	Nov
Barham, Kevin	From Franks to the future: 25 years of management training prescriptions	May
Barry, Anthony	Whatever happened to company training centres?	Sept
	Twilight study sheds new light on craft development	Nov
Berkeley, John	Better pay-off from work experience, A	Apr
Bassett, Philip	Non-unionism's growing ranks	Mar
Boosey, Alan	Media news (RR)	Nov, Dec
Buley, Tony	Rewarding behavioural skills as part of performance	Dec
Burgoyne, John	Management development for the individual *and* the organisation	June
Burns, Alan	Health authority tries out the private sector approach, A (RR)	Nov
Burrill, David	How effective is ACAS as a conciliator?	Jan
Cadbury, Sir Adrian	Let's not leave it to the schools (C)	Nov
Carolin, Brian	Computers as a strategic personnel tool	July
Carter, Paul	How management development can improve business performance	Oct
Castle, Charles	Challenge of 1992, The (C)	June
Chapman, Rhiannon	Exit some city myths (pursued by a bear) (C)	Feb

Clarke, Yvonne	A creditable arrival in Birmingham (P in P)	May
Cooksey, Lorna	Recruitment brochures (RR)	Jan
Courtis, John	Watching out for bias in interviews (RR)	Nov
Cowan, Nick	Change and the personnel profession	Jan
	Crisis of conscience, A (PMQ)	June
Day, Mike	Managerial competence and the charter initiative	Aug
Donnelly, Ray	Exploring the benefits of credit unions (P in P)	May
Drennan, David	How to make the bad news less bad and the good news great	Aug
Druker, Janet	Unions in the '90s — fewer but fitter?	Aug
Evans, Alastair	Computers as a strategic personnel tool	July
Fell, Alan	Acting assistant manager, The (PMQ)	Feb
Feltham, Rob	Justifying investment (P in P)	Aug
Ferris, John	When Mr becomes Ms — or wants to!	July
Floyd, Michael	Personnel's role in managing disability	Dec
Forbes, Sheila	What should employers ask of the education system?	Mar
Foster, Joanna	Balancing work and the family: divided loyalties or constructive partnerships?	Sept
Fowler, Alan	New directions in performance pay	Nov
	Sad story of Soggy Software, The (PMQ)	Jan
Fox, Jonathan	Norsk Hydro's new approach takes root	Jan
Furness, Roger	Hostility towards homosexuals at work (PMQ)	Apr
Furtado, Tom	Training for a different management style	Mar
Glaze, Tony	Perfect teams from imperfect people	Nov
George, Jim	Cherished works council, The (PMQ)	Mar
Goodswen, Michael	Retention and reward of the high achiever	Oct
Hackett, Geraldine	Who'd be an equal opportunity manager?	Apr
Hall, Mark	Uncertain future for the unions, An	Sept
Hammond, Ian	NCVQ faces dilemma over accreditation	Apr
Harrison, Rosemary	Nick Barton, special agent of change	Feb
Harvey, Jon	Plain English guide to job ads, A (RR)	Feb
Haslett, Peter	Long-term pay deals: an interim verdict	Apr
Hatchett, Alastair	What price geography in pay determination?	Oct
Hendry, Chris	Multiskilling in the round	Apr
	Changing patterns of human resource management	Nov
	Forces that trigger training, The	Dec
Hill, Clare	Protecting employees from attack	Feb
Hiltrop, Jean	How effective is ACAS as a conciliator?	Jan
Hobbs, Peter	Bringing secondment in from the cold	May
Hougham, John	Ability before disability (C)	Dec
Humble, John	How to improve the personnel service	Feb
Hunt, Peter	Must pensions be a turn-off?	Nov
Jackson, Paul	Matching AMT jobs to people	Dec
Jenkins, Glenville	How employees respond to profit sharing	July
Kennedy, Gerald	Single status as a key to flexibility	Feb
Kenny, Terence	Acting assistant manager, The (PMQ)	Feb
Kilcourse, Tom	For want of a management qualification (C)	Apr
	Making management development a co-operative venture	Aug
Lathrope, Keith	Clear demonstration of the pay-off from training, A (C)	Mar
Lindop, Esmond	Long-term pay deals: an interim verdict	Apr
Lowry, Sir Pat	IPM shapes up for the next 75 years (C)	Jan
	Year in the life of, A (C)	Oct
Lumsdon, Cedric	How management development can improve business performance	Oct
Lynch, Philip	Matching worked hours to business needs	June
Mann, Sarah	Why open learning can be a turn-off	Jan
Marchington, Mick	Four faces of employee consultation, The	May
Martin, Robin	Matching AMT jobs to people	Dec
McLellan, Bob	What happens when the sparks fly? (C)	July
Melvin, Martyn	Back in the headlines (P in P)	Apr
Miller, John	What should employers ask of the education system?	Mar
Moody, Clive	When pension funds look swollen (PMQ)	Nov
Mottram, Bob	Personnel's role in a management buy-out	Ma
Mumford, Alan	Developing senior managers (PMQ)	Sept
Mumford, John	Rewarding behavioural skills as part of performance	Dec
Munyard, Terry	Homophobia at work and how to manage it	June
Murlis, Helen	Pay column ('News')	May, Aug, Nov
O'Callaghan, Dermot	From Belfast to Brixton — could new monitoring measures cross the Irish Sea?	Aug
Paddison, Lorraine	Equal value amendment: a flawed law for irrational systems, The	Oct
Peach, Len	Behind the 'management charter' debate (C)	Aug
Pettigrew, Andrew	Contrasting HRM responses in the changing world of computing	Feb
	Multiskilling in the round	Apr
	How Halfords put its HRM into top gear	June
	Changing patterns of human resource management	Nov
	Forces that trigger training, The	Dec
Phillips, Estelle	Discrimination still a problem (RR)	Aug
Phillips, Tony	Taking the heat out of smoking (PMQ)	July
Plastow, Sir David	Brief — and to the point (C)	Sept
Poole, Michael	How employees respond to profit sharing	July
Pope, Colin	What price geography in pay determination?	Oct
Povall, Margery	Personnel's role in managing disability	Dec
Rajan, Amin	Today the City, tomorrow . . . managing a knowledge economy	Oct
Read, Sir John	How I see the human resource function	Dec
Richards-Carpenter, Colin	Computerfile	Jan-Dec
Roberts, Gareth	When pension funds look swollen (PMQ)	Nov
Roberts, Hilary	'Expert systems' and the personnel department	June, Sept
Rose, Don	Developing senior managers (PMQ)	
Rushby, Nick	Training and technology	Jan-Dec
Sadler, Philip	From Franks to the future: 25 years of management training prescriptions	May
Sarch, Yvonne	Who attracts the headhunters? (RR)	Nov
Savage, Patrick	Energising organisations through employee participation	July
Shackleton, Vivian	What do personnel managers think of their own training?	July
Smith, Brenda	Personnel's role in managing disability	Dec
Smith, Richard	Training by simulation	Oct
Sparrow, Paul	Contrasting HRM responses in the changing world of computing	Feb
	How Halfords put its HRM into top gear	June
	Changing patterns of human resource management	Nov
	Forces that trigger training, The	Dec
Steadman, Helen	Open for business (P in P)	Feb
Taylor, Paul	What do personnel managers think of their own training?	July
Taylor, Mike	Changing the personnel function to meet changing business needs	Sept
Tumelty, Coletta	Balanced approach to retraining, A	May
Tyson, Shaun	Dilemmas of Civil Service personnel management, The	Sept
Upton, Richard	Has workplace smoking become a burning issue?	Jan
	Hostility towards homosexuals at work (PMQ)	Apr
	Sad story of Soggy Software, The (PMQ)	Jan
Vandevelde, Marc	Tackling the software skills shortage (P in P)	June
Vineall, Tony	Creating a multinational management team	Oct
Ward, Stephen	Cherished works council, The (PMQ)	Mar
Wheeler, David	How to recruit a recruitment agency	Apr
Winsor, Garry	How high tech helped uncover hidden talents	Mar
Wright, David	Taking the heat out of smoking (PMQ)	July

COMPUTERS AND NEW TECHNOLOGY

Case study in system design, A — Aug
Challenge of the future, The — Sept
CIP conference report ('News') — Aug
CIP survey results, The 1988 — July
Computer systems and organisational politics — Jan
Computers as a strategic personnel tool — July
Computers in personnel 1988: exhibition preview — June
Developing managers' use of information systems — Nov
'Expert systems' and the personnel department — June
Graphic illustration, A — Feb
How high tech helped uncover hidden talents — Mar
Keeping computer people on the right track — Dec
Making managers into manpower planners — Oct
Matching AMT jobs to people — Dec
New contender in the micro software rankings — Mar
'People' side of system design, The — May
Perfect teams from imperfect people — Nov
Proper planning demands good information — Apr
Training by simulation — Oct

EDUCATION/INDUSTRY LINKS

Better pay-off from work experience, A — Apr
Let's not leave it to the schools ('Comment') — Nov
Open for business ('Personnel in practice') — Feb
What should employers ask of the education system? — Mar

EMPLOYEE RELATIONS

Back in the headlines ('Personnel in practice') — Apr
Cherished works council, The ('PM's question time') — Mar
Energising organisations through employee participation — July
Ford and Dundee ('News focus') — May
Four faces of employee consultation, The — May
How effective is ACAS as a conciliator? — Jan
How to make the bad news less bad and the good news great — Aug
Long-term pay deals: an interim verdict — Apr
Non-unionism's growing ranks — Mar
Norsk Hydro's new approach takes root — Jan
Single status as a key to flexibility — Feb
TUC congress report ('News') — Oct
TUC women's conference report ('News') — Apr
Uncertain future for the unions, An — Sept
Unions in the '90s — fewer but fitter? — Aug
What happens when the sparks fly? ('Comment') — July

EQUAL OPPORTUNITIES

Ability before disability ('Comment') — Dec
Balancing work and the family: divided loyalties or constructive partnerships? — Sept
Discrimination still a problem ('Recruitment report') — Aug
From Belfast to Brixton: could new monitoring measures cross the Irish Sea? — Aug
Homophobia at work and how to manage it — June
Hostility towards homosexuals at work ('PM's question time') — Apr
Personnel's role in managing disability — Dec
Rising cost of discrimination, The ('Law at work') — Aug
Subjective criteria in selection ('Law at work') — Sept
Tough times for discrimination claims ('Law at work') — Feb
TUC women's conference report ('News') — Apr
Watching out for bias in interviews ('Recruitment report') — Nov
When Mr becomes Ms — or wants to! — July
Who'd be an equal opportunity manager? — Apr

FLEXIBILITY, HOURS AND WORK PATTERNS

Matching worked hours to business needs — June
Multiskilling in the round — Apr
Norsk Hydro's new approach takes root — Jan
Single status as a key to flexibility — Feb

HEALTH AND SAFETY

Back in the headlines ('Personnel in practice') — Apr
Hostility towards homosexuals at work ('PM's question time') — Apr
Positive response to AIDS in the workplace, A — May
Protecting employees from attack — Feb
Stress management (Factsheet 7) — July

INTERNATIONAL

Challenge of 1992, The ('Comment') — June
Creating a multinational management team — Oct
Expatriates (Factsheet 8) — Aug
IPM in Ireland conference report ('News') — July
MCE conference report ('News') — May
Training for a different management style — Mar

LEGISLATION AND LAW AT WORK

Dilemma over imposed wage cuts — Mar
Effective loyalty clauses — Oct
Equal value amendment: a flawed law for irrational systems — Oct
Failure to follow correct procedure in a dismissal — Apr
Negligent references — Jan
Positive response to AIDS in the workplace, A — May
Rising cost of discrimination, The — Aug
Selection for redundancy — Dec
Subjective criteria in selection — Sept
Tough times for discrimination claims — Feb
When a dismissal is 'reasonable' — July
When Mr becomes Ms — or wants to! — July

PAY AND CONDITIONS

Company cars (Factsheet 10) — Oct
Dilemma over imposed wage cuts ('Law at work') — Mar
Equal value amendment: a flawed law for irrational systems — Oct
ESOPs: fables no longer ('Personnel in practice') — Jan
How employees respond to profit sharing — July
'Loadsamoney' in the boardroom ('News') — Aug
Long-term pay deals: an interim verdict — Apr
Must pensions be a turn-off? — Nov
New directions in performance pay — Nov
Public sector gets to grips with market ('News') — Nov
Relocation policies stretched to limit ('News') — May
Retention and reward of the high achiever — Oct
Rewarding behavioural skills as part of performance — Dec
Severance means more than just money ('News') — Feb
What price geography in pay determination? — Oct
When pension funds look swollen ('PM's question time') — Nov

PERSONNEL MANAGEMENT — GENERAL

Change and the personnel profession — Jan
Changing patterns of human resource management — Nov
Changing the personnel function to meet business needs — Sept
Contrasting HRM responses in changing world of computing — Feb
Dilemmas of Civil Service personnel management, The — Aug
Harrogate conference report ('News') — Dec
How Halfords put its HRM into top gear — June
How I see the human resource function — Dec
How to improve the personnel service — Feb
IPM shapes up for the next 75 years ('Comment') — Jan
News of 1913 — June
Nick Barton, special agent of change — Feb
What do personnel managers think of their own training? — July
Year in the life of . . ., A ('Comment') — Oct

PERSONNEL PRACTICE AND TECHNIQUES

Back in the headlines ('Personnel in practice') — Apr
Balancing work and the family: divided loyalties or constructive partnerships — Sept

Brief — and to the point ('Comment') Sept
Bringing secondment in from the cold May
Has workplace smoking become a burning issue? Jan
How to make the bad news less bad and the good news great Aug
Making managers into manpower planners ('Computerfile') Oct
Must pensions be a turn-off? Nov
Outplacement (Factsheet 4) Apr
Performance appraisal (Factsheet 3) Mar
Personnel record systems (Factsheet 2) Feb
Personnel's role in managing disability Dec
Protecting employees from attack Feb
Relocation (Factsheet 5) May
Rewarding behavioural skills as part of performance Dec
Sad story of Soggy Software, The ('PM's question time') Jan
Single status as a key to flexibility Feb
Stress management (Factsheet 7) July
Suggestion schemes (Factsheet 11) Nov
Taking the heat out of smoking ('PM's question time') July
Today the City, tomorrow . . . managing a knowledge economy Oct

PUBLIC SECTOR

Creditable arrival in Birmingham, A ('Personnel in practice') May
Dilemmas of Civil Service personnel management, The Sept
Exploring the benefits of credit unions ('Personnel in practice') May
Has workplace smoking become a burning issue? Jan
Health authority tries out the private sector approach, A ('Recruitment report') Nov
Justifying investment ('Personnel in practice') Aug
Making management development a co-operative venture Aug
NAHSPO conference report ('News') Nov
Public sector gets to grips with market ('News') Nov
RIPA seminar report ('News') Sept
SOCPO conference report ('News') May

RECRUITMENT AND SELECTION

AGR conference report ('Recruitment report') Sept
Battle of the nationals hots up, The ('Recruitment report') Nov
Broader approach to filling top jobs, A ('Recruitment report') Nov
Discrimination still a problem ('Recruitment report') Aug
Express Recruitment Advertising Awards May
Graduate recruitment (Factsheet 1) Jan
Health authority tries out the private sector approach, A Nov
How high tech helped uncover hidden talents Mar
How to recruit a recruitment agency Apr
How we can really help the unemployed ('Comment') May
Justifying investment ('Personnel in practice') Aug
Matching temps to industry's needs ('Recruitment report') July
NCVQ faces dilemma over accreditation ('News') Apr
Perfect teams from imperfect people Nov
Plain English guide to job ads, A ('Recruitment report') Feb
Recruitment brochures — are students getting the message? Jan
Subjective criteria in selection ('Law at work') Sept
Tackling the software skills shortage ('Personnel in practice') June
Watching out for bias in interviews ('Recruitment report') Nov
Who attracts the headhunters? ('Recruitment report') Nov

TRAINING AND DEVELOPMENT

Balanced approach to retraining, A May
Behind the 'management charter' debate ('Comment') Aug
Better pay-off from work experience, A Apr
Charter Group progress report ('News') Jan
Clear demonstration of the pay-off from training ('Comment') Mar
Developing senior managers ('PM's question time') Sept
For want of a management qualification ('Comment') Apr
Forces that trigger training, The Dec
From Franks to the future — 25 years of management training prescriptions May
How management development can improve business performance Oct
How we can really help the unemployed ('Comment') May
Making management development a co-operative venture Aug
Management development for the individual *and* the organisation June
Managerial competence and the charter initiative Aug
MBAs (Factsheet 12) Dec
Multiskilling in the round Apr
National Training Awards report ('News') Jan
NCVQ faces dilemma over accreditation ('News') Apr
Open for business ('Personnel in practice') Feb
Outdoor training (Factsheet 9) Sept
Supervisor training (Factsheet 6) June
Tackling the software skills shortage ('Personnel in practice') June
Training by simulation Oct
Training for a different management style Mar
Twilight study sheds new light on craft development Nov
What do personnel managers think of their own training? July
Whatever happened to company training centres? Sept
Why open learning can be a turn-off Jan

TRAINING AND TECHNOLOGY

Accommodating individual learning styles Oct
Achieving technological fit Nov
All I want for Christmas . . . Dec
But where are all the people going to come from? Apr
Do we really need intelligent teaching systems? Mar
How many psychotherapists are needed to change a light bulb? Jan
Integrated approach to CBT, An July
Is interactive videocassette about to make a comeback? Feb
New perspective on business games, A June
Practical use for voice input?, A Aug
Praiseworthy application of interactive video, A May
What happens if development funds dry up? Sept

LIGHT AND BITTER

Berkeley, Jack — retired Personnel Officer, Dudley Road Hospital — Mar
Foulds, Jim — Personnel Director, DRG plc — Oct
Genders, John — former Personnel Director Guardian Royal Exchange — Jan
Hawksworth, Colin — Personnel Service Manager Kelloggs — June
Morris, Hugh — Head of Personnel Polytechnic of Central London — Sept
O'Brien, Des — former Personnel Manager — Aug
Scouller, Alan — former Head of Employee Relations Midland Bank Group — Nov
Sloman, Martyn — Consultant, Deloitte Haskins and Sells — Feb
Stanyer, Roy — retired Area Personnel Officer Barnsley Health Authority — Dec
Stockdale, Jack — Personnel Manager, Halliburton Manufacturing and Services Ltd — July
Tibbitts, Tony — Training Process Consultant Ford Motor Co — May
Youens, David — Director of Human Resources Honeywell Bull — Apr

PROFILES

Ayling, Robert — Director of Human Resources British Airways ('News') — Oct
Dawe, Roger — Director General Training Commission — Sept
Fisher, Peter — Corporate Affairs Director Gateway Foodmarkets Ltd — Dec
Gill, Deirdre — Obituary by D Mackenzie Davey ('News') — Aug
Huber, David — Personnel Director Argyll Group — July
Hunt, Kevan — Industrial Relations Director British Coal — Aug
Mullins, Terry — Assistant General Manager (Personnel) National Provident Institution — May
Shaw, James — County Manpower Services Officer Hampshire County Council — Mar
Walker, Helen — County Personnel Officer Northamptonshire County Council — Nov
Warman, Bruce — Personnel Director Vauxhall Motors — Apr
Wolfson, Brian — Chairman, Training Commission ('News') — Sept
Wood, Mary — Lady Honorary Secretary Welfare Workers' Association — June

FACTSHEETS

Company cars Oct
Expatriates Aug
Graduate recruitment Jan
MBAs Dec
Outdoor training Sept
Outplacement Apr
Performance appraisal Mar
Personnel record systems Feb
Relocation May
Stress management July
Suggestion schemes Nov
Supervisor training June